UNIVERSITI UTARA MALAYSIA

PEPERIKSAAN AKHIR
SEMESTER PERTAMA SESI 2000/2001

KOD/NAMA KURSUS : PN 3113 PENGURUSAN KUALITI
TARIKH : 26/9/2000
MASA : 9.00 PAGI - 11.30 PAGI
TEMPAT : DMS

ARAHAN :
3. Anda dikehendaki menjawab SEMUA soalan.
4. Semua jawapan hendaklah ditulis di dalam kertas jawapan yang disediakan.

NO. MATRIK : 

(dengan perkataan) (dengan angka)

NO. KAD PENGENALAN :

NAMA PENSYARAH : KUMPULAN :

JANGAN BUKA SOALAN INI
SEHINGGA DIBERI ARAHAH

SULIT
BAHAGIAN A: KES

SOALAN SATU

Merujuk kepada kes DAVID KEARNS AND THE TRANSFORMATION OF XEROX yang dilampirkan (kes telah diedarkan kepada anda seminggu sebelum tarikh peperiksaan), sila jawab soalan soalan berikut:

a. Bagaimana David Kearns melaksanakan peranannya sebagai pemimpin berkualiti di Xerox? (10 markah)

b. Adakah pendekatan oleh Kearns sesuai dilaksanakan dalam bidang yang lain, atau adakah pendekatan yang berbeza diperlukan untuk persekitaran yang berbeza. (10 markah)

BAHAGIAN B: ESSEI

SOALAN SATU

a. Huraikan maksud konsep Quality Function Deployment. (5 markah)

b. Terangkan perkaitan yang wujud antara Keperluan dan Kehendak Pengguna (customers’ requirements) dengan Keperluan Teknikal (technical requirements) di dalam the House of Quality. (5 markah)

c. Jelaskan hubungan rekabentuk yang wujud dalam Sistem Pengurusan Kualiti (ISO 9001). (10 markah)

SOALAN DUA

a. Bincangkan kenapa penglibatan pekerja penting dalam Pengurusan Kualiti Menyeluruh (TQM)? (5 markah)

b. Terangkan SATU (1) faktor yang boleh menyebabkan kegagalan perlaksanaan TQM? (5 markah)

c. Bandingkan perbezaan dan kesamaan di antara Perlaksanaan Pengurusan Kualiti Menyeluruh (TQM) dengan BPR (Business Process Re-Engineering) di dalam sesuatu organisasi. (10 markah)
SOALAN TIGA

a. Berikan maksud TIGA (3) daripada senarai berikut dalam Sistem Pengurusan Kualiti:

i. Kumpulan (Teams)
ii. Pencapaian (Performance)
iii. Ganjaran (reward)
iv. Motivasi (motivation)
v. Pengiktirafan (recognition)
vi. Penurunan kuasa (Empowerment)

(12 markah)

b. Pilih DUA (2) daripada senarai berikut dan huraikan dengan ringkas perkaintannya dengan peningkatan kualiti sekitanya kualiti diterapkan di sesuatu organisasi.

i. Produktiviti
ii. Kos
iii. Jualan
iv. Pasaran saham
v. Masyarakat

(8 markah)

SOALAN EMPAT


(10 markah)

b. Huraikan LIMA (5) kepentingan Ukurtakat.

(5 markah)

c. Huraikan LIMA (5) faedah yang diperolehi dari proses Ukurtakat.

(5 markah)
David Kearns and the Transformation of Xerox

David Kearns, former chairman and CEO of Xerox, provides an excellent example of leadership for quality. Xerox's problems in the early 1980s were legion and typical of American manufacturers facing serious foreign competition for the first time. Xerox discovered to its horror that Japanese companies were able to sell copiers in the United States for roughly what it cost Xerox to build them. Its former lion's share of the copier market had dwindled to a paltry 8 percent. Even at the time, Xerox was hardly complacent: Productivity was increasing by as much as 7 or 8 percent every year. Kearns calculated that gains closer to 15 percent a year were needed to catch Xerox's competitors.

About this time, Kearns read Philip Crosby's book *Quality Is Free*. He invited Crosby to address Xerox's management. Kearns's pleas for change initially were resisted by a management team who said they were already doing everything they could. This led Kearns to tell his managers that trying to change Xerox was like "pushing a wet noodle." It was time for more drastic action.

In 1983 the top management team at Xerox designed a new approach to quality that was dubbed "Leadership through Quality." The central principle of the new approach was that quality would be defined as customer satisfaction, not internal standards. If customers were not satisfied, quality had not been attained. A second principle was to focus on processes, not just outcomes. In the past, poor outcomes were an occasion to blame someone and to hammer into them the importance of doing better. This was replaced with an approach that focused on examining the process that had created the outcome and improving it.

In order to operate according to these principles, a number of specific practices were undertaken. Xerox is perhaps best known for its extensive use of benchmarking—a process of comparing your operations to the best practices of other companies. The company's approach is to benchmark against the best, in whatever industry it is found. Xerox has benchmarked its billing processes against American Express and its distribution processes against L.L. Bean.

To demonstrate their commitment to these principles, Kearns and his management team were the first to undergo the newly devised quality training. They then became the teachers for the next level of management, and training flowed throughout the organization in this manner. In a move that represented a major departure from tradition, each senior manager was made responsible for taking calls from customers one day a month. Xerox managers still interrupt their meetings to take such calls.

Although Kearns's efforts were crucial to this process, he believes that leadership must (and in this case did) come from other sources as well, including the Amalgamated Clothing & Textile Workers, the union representing Xerox's production employees:

We've also learned that it's important to have union leaders as deeply committed to the quality process as management. A strong and enlightened union leadership shared management's vision and understood that changes had to be made if there was to be a future for all Xerox employees. We shared each other's trust.

Xerox's competitive resurgence was dramatic. Market share, revenues, and profits all have recovered substantially. In 1989 Xerox became one of the first winners of both the Baldridge and Canadian National Quality Award. Kearns believes that "Xerox is probably the first American company in an industry targeted by the Japanese to regain market share without the aid of tariffs or government help." Despite the recovery and the awards, however, Kearns has not abandoned the principle of continuous improvement:

We take great satisfaction in winning these awards, but the fact is that we're far from finished with our drive to improve. We have learned that the pursuit of quality is a race with no finish line. We see an upward and never-ending spiral of increased competition and heightened customer expectations.

David Kearns was succeeded as Xerox's chairman in 1991 by Paul Allaire and began working within the U.S. Department of Education to bring the quality perspective to America's schools.